

DHFS Evaluation Resource Guide
Wisconsin Department of Health and Family Services
Office of Strategic Finance Evaluation Section
Updated June 2006

This listing and description of resources has been developed to help Department staff evaluate and monitor the performance of Department programs. It also is intended to be useful for county staff and other service providers. Resources in the Guide range from evaluation manuals providing basic information to books with detailed information on specific topics such as logic models, data analysis or sampling. Also included are resources on identifying effective programs/best practices, evaluation standards, contracting for evaluation and evaluation training.

The resources listed are intended to be useful to a wide audience, to provide practical advice and to be easy to obtain. On-line resources are cited whenever possible. Materials that aren't available on line are included in the state's online library catalog WISCAT at <http://www.wiscat.net/agent/login.asp?cid=stwi&lid=stwi&mode=g> These materials can be obtained directly from the locations shown in the catalog or from the state interlibrary loan system by emailing requests to rlill@dpi.state.wi.us

Questions regarding materials listed in the Resource Guide can be directed to the DHFS Office of Strategic Finance, Evaluation Section, PO Box 7850, Madison, WI 53707-7850, Phone 608-266-5655.

Table of Contents

EVALUATION MANUALS.....	3
General Application	3
Materials with A Specific Focus	5
Child Welfare/Family-Based Programs	5
Community Based/Collaborative Projects	7
Public Health Programs	8
Prevention Programs.....	10
PERFORMANCE MEASUREMENT/OUTCOMES	11
LOGIC MODELS	13
PROGRAM EVALUATION METHODS	13
Sampling.....	13
Data Collection	14
General Guides to Data Collection	14
Selecting Evaluation Instruments	16
Questionnaires	16
Phone Surveys	17
Interviews and Focus Groups	17
Data Analysis	18
Analysis of Qualitative Information	18
Quantitative Data Analysis	18
On-Line Resources for Statistical Analysis	19
Cost Analysis.....	19
Presenting Evaluation Findings	20
Report Writing	20
Graphics.....	20
IDENTIFYING EFFECTIVE PROGRAMS/BEST PRACTICES	22
EVALUATION STANDARDS	25
CONTRACTING FOR EVALUATION.....	25
LINKS TO EVALUATION ORGANIZATIONS AND OTHER RESOURCES	27

DHFS Evaluation Resource Guide

Evaluation Manuals

General Application

An Evaluation Primer (1982)

Arlene Fink and Jacqueline Kosecoff. 99 pages.

Discusses ways to determine if a program has merit. Presents a chart-based approach for linking evaluation questions to evaluation design and data collection strategies.

Designing Evaluation GAO/PEMD-10.1.4 (March 1991) 95 pages.

Available from web site: <http://www.gao.gov/special.pubs/pe1014.pdf>

Discusses the importance of asking the right questions in planning an evaluation and linking evaluation questions and evaluation design. Three types of evaluation questions are considered: descriptive, normative and impact. Other GAO evaluation manuals with general application also available from this web site include: Case Study Evaluations, PEMD 10.1.9; and Prospective Evaluation Methods, the Prospective Evaluation Synthesis, PEMD 10.1.10.

Electronic Roadmap to Evaluation. Bureau of Juvenile Justice Assistance

Available at <http://www.ncjrs.gov/pdffiles1/bja/181250.pdf>

Unique evaluation web site links to government information on a variety of evaluation topics presented in categories of introduction/orientation, evaluation fundamentals, beyond the basics, and useful resources. Click on “Overview of Evaluation Web Site” and then on “Major Steps in Program Evaluation” in the map for general information on evaluation.

Evaluation Basics: A Practitioner’s Manual (1982)

Jacqueline B. Kosecoff and Arlene Fink. Sage Publications. 246 pages.

This book is based on reprints of Capitol Publications’ newsletter “How to Evaluate Health Programs.” Provides practical and easy-to-read advice on planning and managing an evaluation, setting evaluation standards, sampling, collecting and analyzing information, and writing reports.

Evaluation Toolkit: Quasi-Experimental Design

Human Resource Development Canada (HRDC) - Data and Development Branch.

Available from web site <http://www11.hrdc-drhc.gc.ca/edd/toolkit.list>

Or search for “evaluation tool kit series.”

Straightforward discussion of reasons why it is important to use approaches such as comparison groups or longitudinal analyses to determine if program outcomes result from program services rather than from other factors such as overall changes in the economy. Gives advice on selecting comparison groups and how to adjust for lack of comparability of treatment and comparison group participants.

The series also contains separate guides on Focus Groups and Evaluation Contracting. January 1998.

Program Evaluation Kit (1987)

Sage Publications, UCLA Center for the Study of Evaluation, editor. The kit includes 9 individual booklets. All of the materials in this kit provide basic and practical information in an easy-to-access format. Booklet #3 “How to Design a Program Evaluation” describes how to select a random sample.

- #1 Evaluator’s Handbook,
- #2 How to Focus an Evaluation
- #3 How to Design a Program Evaluation,
- #4 How to Use Qualitative Methods in Evaluation,
- #5 How to Assess Program Implementation,
- #6 How to Measure Attitudes,
- #7 How to Measure Performance and Use Tests
- #8 How to Analyze Data, and
- #9 How to Communicate Evaluation Findings

Planning a Program Evaluation G3658-1 (February 1996)

Ellen Taylor-Powell, Sara Steele, and Mohammad Douglah. University of Wisconsin - Extension, Cooperative Extension, Program Development and Evaluation. 20 pages.

Available from web site: <http://cecommerce.uwex.edu/showcat.asp?id=1606>

Topics include focusing the evaluation, collecting information, using information and managing the evaluation. A worksheet is also available. This web site also includes a 5-page paper, “Developing a Concept of Extension Program Evaluation” G3658-7, 1998 by Mohammad Douglah that provides evaluation definitions and discusses different types of evaluation.

The 2002 User-Friendly Handbook for Project Evaluation

National Science Foundation, Division of Research, Evaluation and Communication.

Available at web site: <http://www.nsf.gov/pubs/2002/nsf02057/nsf02057.pdf>

Discusses implementation, progress and summative evaluation; collection and analysis of data; and report writing from the perspective of evaluating education projects. Includes a chapter on selecting an evaluator and an annotated bibliography. 92 pages.

User-Friendly Handbook for Mixed Method Evaluations National Science Foundation, The Division for Research, Evaluation and Communication, 1997.

Available as html from web site: <http://www.nsf.gov/pubs/1997/nsf97153/start.htm>

This manual was prepared to provide more information on qualitative evaluation approaches (such as observations, interviews, focus groups, document studies, key informants, portfolio reviews, and case studies) and how they can be combined effectively with the quantitative measures that were described more fully in the earlier manual User-Friendly Handbook for Project Evaluation. Includes sample forms for recording information obtained using these techniques, approaches to data analysis, reporting and drawing conclusions.

W.K. Kellogg Foundation Evaluation Handbook (1998)

W.K. Kellogg Foundation

Available from web site: <http://www.wkkf.org/pubs/Tools/Evaluation/Pub770.pdf>

Focus is on project level evaluation. Topics include major issues to consider in planning an evaluation, types of project level evaluation (Context, Implementation and Outcome) developing evaluation questions, involving stakeholders and use of logic models among other issues. The authors note that the handbook “provides a framework for thinking about evaluation as a relevant and useful program tool.”

Evaluation Strategies for Human Services Programs, a Guide for Policymakers and Providers, Adele Harrell et al. The Urban Institute. 1996. 32 pages.

Available at: <http://www.urban.org/publications/306619.html>

Non-technical discussion of evaluation. Topics include clarifying evaluation questions, developing a logic model, assessing readiness for evaluation, selecting an evaluation design, and identifying potential evaluation problems. Four types of evaluation are discussed: impact evaluation, performance monitoring, process evaluation, and cost evaluations.

Innovation Network Evaluation Resource Center, Innovation Network, Inc

Available at http://www.innonet.org/?section_id=62&content_id=142

On line resources selected to build the evaluation capacity of nonprofit organizations. Topics include general guides and explanations, logic models, data collection and data analysis and reporting.

Materials with A Specific Focus

Child Welfare/Family-Based Programs

The Need for Self-Evaluation: Using Data to Guide Policy and Practice (Revised July 2001)

A 15-page summary and full implementation guide can be downloaded from the Annie E. Casey web site: <http://www.aecf.org/initiatives/familytofamily/tools.htm>

Scroll down the list to the entry “The Need for Self-Evaluation: Using Data to Guide Policy and Practice.”

Illustrates approaches to outcome data analysis (such as longitudinal comparisons to other localities where program services are not available) that local agencies can use to support stronger claims of success than outcome reports alone.

The Program Manager's Guide to Evaluation, An Evaluation Handbook Series from the Administration on Children, Youth and Families (1997)

U.S. Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families, (developed by KRA Corporation for ACYF). 150 pages.

Available from web site: <http://nccanch.acf.hhs.gov> Select "Program Evaluation in the "For Professionals" box. Scroll down to the PDF file and select "view publication."

Focus is on planning and managing an evaluation. Topics include reasons for conducting evaluation, hiring an outside evaluator, preparing for evaluation, developing an evaluation plan, how to get information needed, making sense of evaluation information and reporting what you have learned from an evaluation.

Children's Bureau Evaluation Handbook: A Companion to the Program Manager's Guide to Evaluation (1997)

U.S. Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families, (developed by KRA Corporation for ACYF). 22 pages.

Available from web site: <http://nccanch.acf.hhs.gov> Select "Program Evaluation in the "For Professionals" box. Scroll down for description. Not available online.

This is a companion to "The Program Manager's Guide to Evaluation" which discusses issues specific to child abuse and neglect prevention programs.

Evaluating Family-Based Services (1995)

Peter J. Pecora, Mark W. Fraser, Kristine E. Nelson, Jacquelyn McCroskey, and William Meezan. 351 pages.

Provides in depth information on evaluation challenges and potential instruments to use to evaluate areas such as family functioning, child functioning, and parent functioning/social support. Suggests a 5-tiered approach to evaluation including: pre-implementation, accountability, program clarification, progress toward objectives, and program impact.

Evaluating Family Programs (1988)

Heather B. Weiss, Francine H. Jacobs, editors. 556 pages.

Discusses evaluation approaches and provides information on strengths and weaknesses of specific instruments that can be used to evaluate child-focused outcomes, parent-child interaction outcomes, parent outcomes, family systems outcomes, stress and coping in families and social support. Includes case studies of significant evaluation studies.

Practical Program Evaluation, Examples from Child Abuse Prevention, Sage Sourcebooks for the Human Services, Series 9. (1990) Jeane Pietrzak, et al. 283 pages.

Discusses approaches to use for input, process and outcome evaluation of prevention programs. The section on input evaluation includes best practice standards (i.e. "case managers should have at least three years of experience in the field of child abuse and neglect") that can be used to evaluate program inputs. Case studies illustrate how to collect information that will be a valid way of

determining if a program has achieved its outcome or process goals. Includes instruction on flowcharting program operations to plan process evaluation.

Community Based/Collaborative Projects

Community-Based Project Evaluation Guide (2000 Rev.)

The University of Arizona Institute for Children, Youth & Families. 76 pages.

Available from web site <http://ag.arizona.edu/fcs/cyfernet/cyfar/evalgde.htm>

Presents 5-tiered approach to evaluation including program definition, accountability, understanding and refining, progress toward objectives, and program long-term outcomes.

This web site also has a number of other resources for evaluation:

<http://cals-cf.calsnet.arizona.edu/icyf/Program%5FEvaluation/links/>

Annie E. Casey Foundation

Three documents are available from the Annie E. Casey Foundation web site that provide comprehensive discussion of issues involved in evaluating community based projects.

<http://www.aecf.org/publications/> . Scroll down to “Research and Evaluation.”

- Evaluating Comprehensive Community Change, Report of the Annie E. Casey Foundation’s March 1997 Research and Evaluation Conference. (1998). 37 pages available as a PDF file.
- Getting Smart, Getting Real: Using Research and Evaluation Information to Improve Programs and Policies, Report of the Annie E. Casey Foundation’s September 1995 Research and Evaluation Conference (1996). 70 pages available as PDF file.
- Transforming Neighborhoods into Family-Supporting Environments: Evaluation Issues and Challenges, Report of the Annie E. Casey Foundation March 1999 Research Evaluation Conference, September 2000. 79 pages available as a PDF file.

Evaluating Collaboratives, Reaching the Potential (July 1998)

Ellen Taylor-Powell, Boyd Rossing, and Jean Geran. University of Wisconsin - Extension, Cooperative Extension, Program Development and Evaluation (PDE). 190 pages. Available as a PDF file from the web site:

<http://cecommerce.uwex.edu/showcat.asp?id=1606>

A related publication, Community Group Member Survey: Using the Results (1998) UW Extension G3658-9, 92 pages available as a PDF file on this site presents a survey of community group members and suggestions for analyzing findings and presenting results. The survey was developed to evaluate UW Extension Family Living staff’s impact in working with community groups.

Achieving and Measuring Community Outcomes: Challenges, Issues, Some Approaches.

(April 1999) United Way of America. 28 pages available as a PDF file.

Available at http://national.unitedway.org/outcomes/resources/measuring_outcomes.cfm

Discusses issues involved in finding appropriate approaches to evaluating community level outcomes. Includes case studies.

“The Evaluation Exchange” Newsletter of the Harvard Family Research Project.

Available at <http://gseweb.harvard.edu/~hfrp>

Highlights current evaluation projects focusing on community based initiatives and provides references to related web sites and publications. Includes an archive of past material. Materials focusing on evaluating media campaigns available include “Public Communication Campaign Evaluation” (May 2002) and “Lessons in Evaluating Communications Campaigns: Five Case Studies” (June 2003). Select “Publications” then “Browse by Title” to link to these reports.

Community Toolbox “Our Evaluation Model, Evaluating Comprehensive Community Initiatives” Part J. “Evaluating Community Programs and Initiatives” (Chapters 36-39). Available at http://ctb.ku.edu/tools/en/part_J.htm#

Material prepared by the University of Kansas Work Group on Health Promotion and Community Development. It is based on the CDC Framework for Program Evaluation in Public Health, (described in the Prevention Evaluation Section of this guide). Discusses issues involved in, and recommendations for implementing, evaluation of community initiatives. Sections also address developing an evaluation plan, characteristics of a good evaluation and considerations in choosing an evaluator.

Public Health Programs

Evaluation Fundamentals: Guiding Health Programs, Research, and Policy (1993) Arlene Fink. 193 pages.

Described as a “sophisticated primer” this book is a generic guide to evaluation. Topics include: overview of evaluation approaches, identifying evaluation questions and standards, designing evaluation approaches, developing a data collection plan, validity and reliability of evaluation measures, sampling, data analysis and reporting. Illustrates chart-based approach to linking evaluation questions and standards.

Framework for Program Evaluation in Public Health (September 1999) Centers for Disease Control and Prevention/ Office of Program Planning and Evaluation/ Office of Director.

Available from web site: <http://www.cdc.gov/eval/framework.htm>

Narrative of CDC evaluation approach which includes 6 steps: 1) engaging stakeholders, 2) describing the program, 3) focusing the evaluation design, 4) gathering credible evidence, 5) justifying conclusions, and 6) ensuring use and sharing lessons learned.

Practical Evaluation of Public Health Programs

Centers for Disease Control and Prevention, CDC/ATSDR Training and Continuing Education Online Web site:

http://www2a.cdc.gov/PHTNOnline/Registration/DetailPage.asp?res_id=271

A training program containing two videotapes and one 70-page workbook. Based on the CDC 6-step utilization focused evaluation approach.

Evaluating CDC-funded Health Department HIV Prevention Programs Vol. 1: Guidance and Vol 2: Supplemental Handbook. (December 1999)

Centers for Disease Control and Prevention/ National Center for HIV, STD, and TB Prevention/ Division of HIV/AIDS Prevention

Available from web site: <http://www.cdc.gov/hiv/aboutdhap/perb/hdg.htm>

This evaluation approach includes a section on monitoring outcomes in addition to formally evaluating outcomes and process evaluation activities to monitor and evaluate program implementation.

Evaluating AIDS Prevention Programs, Expanded Edition (1991)

Susan L. Coyle, Robert F. Boruch and Charles F. Turner, editors. 376 pages.

This book presents the recommendations of the Panel on the Evaluation of AIDS Interventions. Topics covered include measuring outcomes, evaluating media campaigns, evaluating health education and risk reduction projects and testing and counseling projects, and the use of randomized versus observational approaches to evaluating program effectiveness.

Introduction to Program Evaluation for Comprehensive Tobacco Control Programs

(November 2001) 127 pages.

Available from website: http://www.cdc.gov/tobacco/evaluation_manual/contents.htm

Based on the CDC's "Framework for Program Evaluation in Public Health Practice" (see related entry under prevention evaluation), this manual is designed to be a "how to" guide for planning and evaluation of tobacco prevention programs. It emphasizes a participatory approach to evaluation. An appendix to the report describes a variety of tobacco-related state, national and local data sources.

Evaluation in Health Promotion- Principles and Perspectives, WHO Publication Series, No. 92 (2001). 533 pages.

Available at <http://www.who.dk> Select "Data and Publications" then "Publications" then "View Publications Alphabetically" then scroll down to book title.

The result of the World Health Organization (WHO) European Working Group on Health Promotion Evaluation's examination of qualitative and quantitative evaluation methods, this book presents a discussion of evaluation issues. It is not intended to be an evaluation handbook or a description of specific evaluation methods.

Demonstrating Your Program's Worth, A Primer on Evaluation for Programs to Prevent Unintentional Injury (1998)

CDC National Center for Injury Prevention and Control. 126 pages.

Available at <http://www.cdc.gov/ncipc/pub-res/demonstr.htm>

Developed to show program managers how to demonstrate the value of their programs to the public, their peers, funding agencies and the persons served. Goal is to show that managers and staff do not need to be apprehensive about evaluation. Suggests ways to merge evaluation and program activities. Includes

procedures for converting information on behavior change to estimates of changes in morbidity and mortality and cost savings due to the program. The Appendix to the report suggests the type of information to collect for 12 different types of programs such as programs to build infrastructure, programs to build coalitions or programs to change individual behavior.

Evaluating Health Promotion Programs (April 2002). Thomas W. Valente

This comprehensive text discusses process evaluation, quantitative and qualitative approaches to analysis, and issues unique to the evaluation of prevention programs such as measuring program or campaign exposure and selecting evaluation designs to rule out alternative explanations for observed improvements.

Prevention Programs

Prevention Plus III: Assessing Alcohol and Other Drug Prevention Programs at the School and Community Level A Four-Step Guide to Useful Program Assessment (1992) Jean Ann Linney and Abraham Wandersman. 92 pages.

Overview of 4-step model including 1) specifying goals, 2) process assessment, 3) outcome assessment (short-term effects), and 4) impact assessment (long term outcomes). Includes worksheets and suggestions for local project staff to use to evaluate their programs and sample instruments to measure outcomes.

Understanding Evaluation: The Way to Better Prevention Programs (1993)

Lana D. Muraskin. 106 pages.

Available from web site: <http://www.ed.gov/PDFDocs/handbook.pdf>

This handbook was developed by Westat, Inc. to help school and community staff evaluate programs funded under the Drug Free Schools and Communities Act. Includes discussion of the reasons for conducting evaluation and provides information on evaluation approaches that can be implemented by persons without formal training in evaluation.

Achieving Outcomes: A Practitioner's Guide to Effective Prevention (2002 Conference Edition)

U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention, Western Center for the Application of Prevention Technologies. 176 pages.

Available at <http://modelprograms.samhsa.gov/pdfs/AchievingOutcomes.pdf>

Chapter 5 "Complete an Evaluation" includes discussion of using logic models to implement and assess programs. Evaluation approach presented is theory-based evaluation. Topics include reasons for conducting evaluation; immediate, intermediate and final outcomes; how much confidence you can have in conclusions based on different evaluation approaches; and when to get help from expert evaluators.

Building a Successful Prevention Program, Step 7: Evaluation (2002)

Available at <http://casat.unr.edu/bestpractices/>

U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention, Western Center for the Application of Prevention Technologies.

An online “how-to” guide for planning and implementing an evaluation of a prevention program. Includes worksheets, tools, and examples. Topics include:
What is Evaluation & Why do it?

Using a Logic Model for Evaluation Planning

How to Build your Program Logic Model

How to Plan your Evaluation

Evaluating your Program Using the Logic Model

Analyzing, Using and Interpreting Evaluation Information

Implementing the Evaluation

Sources Cited Earlier

Note that many of the materials in the earlier sections on child welfare, community projects and public health programs also focus on evaluating prevention programs.

Performance Measurement/Outcomes

A DHFS Simple Guide to Performance Measurement (2000). 23 pages.

Available at DHFS Intranet web site:

<http://www.dhfs.state.wi.us/aboutdhfs/OSF/Evaluation/perfmeas.pdf>

Brief discussion of reasons for performance measurement and possible focus of measures (effectiveness, efficiency, responsiveness and process). Includes an overview of a 5-step approach to implementing a performance measurement system.

Measuring Program Outcomes: A Practical Approach (1996)

United Way Resources for Outcome Measurement. 170 pages.

Available from web site <http://national.unitedway.org/outcomes/resources/mpo/>

This widely used manual provides information on establishing and using outcome measurement. Information on ordering, a table of contents and excerpts from the manual can be obtained from the United Way Outcome Measurement Resource Network web site. This web site also lists a number of other materials that can be obtained at no or minimal charge.

Measuring the Performance of Human Service Programs (1996)

Lawrence L. Martin and Peter M. Kettner. Sage Publications. 128 pages.

Practical discussion of performance measures of inputs, outputs, quality and outcomes. Evaluates strengths and weaknesses of 4 types of outcome measures (numeric counts, standardized measures, level of functioning scales, and client satisfaction). Although the focus of this book is on performance measurement, much of the information provided (such as approaches to measuring program quality and client satisfaction) also applies to program evaluation efforts.

Includes a listing of standardized measures to assess program outcomes in selected areas such as services to older persons.

Outcome-Based Evaluation, Second Edition (2001)

Robert L. Schalock. 247 pages.

In depth discussion of outcomes for 1) program evaluation (determining current and desired outcomes and their use), 2) effectiveness evaluation (the extent to which a program meets its goals and objectives), 3) impact evaluation (determining whether the program made a difference compared to either no program or an alternative program) and 4) policy evaluation (determining policy outcomes in reference to their equity, efficiency or effectiveness).

Outcome Funding, a New Approach to Targeted Grantmaking, Third Edition (1996)

Harold S. Williams, Arthur Y. Webb and William J. Phillips. The Reensselaerville Institute. 216 pages.

Resource for information on “Outcome Funding” and the public investor approach to managing government services. Discusses performance targets, milestones and verification.

Performance Measurement and Evaluation, Definitions and Relationships (2005)

GAO-05-739SP/ 5 pages.

Available from GAO website: <http://www.gao.gov/new.items/d05739sp.pdf>

Brief definitions that distinguish performance assessment from program evaluation. Also provides definitions for different types of evaluation including process (or implementation) evaluation, outcome evaluation, impact evaluation, and cost-benefit and cost-effectiveness analysis.

ROMA Terms and Definitions (undated) 3 pages.

Available at: <http://www.roma1.org/documents/terms.pdf>.

Provides definitions for key terms used in the federal results oriented management and accountability performance assessment approach being used by Community Action Agencies. The main ROMA web site also contains a number of other resources focusing on the ROMA approach. <http://www.roma1.org/room1.html>

“Assisting Performance Measurement Initiatives in Health and Human Services Programs,” US Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation web site for performance measurement.

<http://aspe.os.dhhs.gov/progsys/perfmeas/>

Site provides links to documents and other web sites with information on performance measurement for health and human services programs.

The Results and Performance Accountability Implementation Guide [Online] (2002)

Mark Friedman, Fiscal Policies Study Institute

Available at <http://www.raguide.org/>

Includes tutorials, questions and answers, case studies and links to other resources.

Logic Models

W.K. Kellogg Foundation Logic Model Development Guide (Updated December 2001)
72 pages.

Available at: <http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>

Topics include developing basic and theory of change logic models, establishing indicators of success and using a logic mode to plan evaluation. Document includes a resource guide that identifies other resources providing information on logic models.

A Manual for Developing Competitive SAMHSA Grant Applications (January 2005)
Substance Abuse & Mental Health Services Administration Center for Substance Abuse Prevention). 53 pages.

Available at: http://alt.samhsa.gov/grants/TAManual/2005_Mod5_rev.pdf

Easy to follow training materials to help program staff develop and use logic models for program planning, implementation and evaluation.

U W Extension Logic Model Materials

Available at <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>

Includes a 1-page overview of logic models and links to a variety of materials. A related site <http://www1.uwex.edu/ces/lmcourse/> presents “Enhancing Program Performance with Logic Models” an online course on using and designing logic models.

Program Evaluation Methods

Sampling

Basic Information

Sampling (May 1998) Ellen Taylor-Powell. UW Extension. 12 pages.

Available at web site: http://s142412519.onlinehome.us/uw/pdfs/G3658_3.PDF

Presents a brief overview of simple random, systematic and stratified samples as well as quota and purposeful samples. Includes a table of random numbers and a table showing recommended sample sizes for 5% and 10% precision levels at a 95% confidence level.

Survey and Experiments in Education Research (1994)

James F. McNamara. 209 pages.

Provides background information on topics such as margin of error for sample estimates and methods to calculate sample size needed to detect differences between groups. Discusses the use of effect size to judge the practical significance of findings.

Appendix D: “Determining Appropriate Sample Size” from Quasi-Experimental Evaluation, Human Resources Development Canada. Available at http://www11.hrdc-drhc.gc.ca/pls/edd/QEE_78017.htm

Provides direction for calculating sample size for a specified confidence level and precision considering need for subgroup analysis and possible non-response.

On-line Sample Size Calculator.

Available at: <http://www.raosoft.com/samplesize.html>

Allows you to quickly calculate the sample size needed to achieve for specified confidence levels and for specified amount of tolerable error.

Sources Cited Earlier

Some of the sources listed in other sections of this Guide also provide basic information on sampling. See Booklet #3 “How to Design a Program Evaluation” in the Program Evaluation Kit (in the section “Evaluation Manuals, General Application”) and Booklet #6 “How to Sample in Surveys “in The Survey Kit Series (in the section “Data Collection, General Guides to Data Collection”).

More In-depth Information on Sampling

Sampling Techniques, Third Edition (1977)

William G. Cochran. 400 pages.

Provides formulas for computing sample size for estimating proportions or continuous data such as totals or averages. Discusses simple random, stratified, and cluster sampling approaches.

Using Statistical Sampling GAO/PEMD-10.1.6. (1992)

U.S. General Accounting Office (GAO), Program Evaluation and Methodology Division. 242 pages.

Available at GAO’s Web site: <http://www.gao.gov> Enter report number (GAO/PEMD-10.1.6) at top right of screen. Copies of the report can also be ordered by telephone at 202-512-6000 U.S. Government Accountability Office, P.O. Box 37050.

Covers the concepts of precision and confidence and variable, attribute and discovery sampling. Includes a review of basic statistical concepts. The purpose of the publication is to provide “readers with a background on sampling concepts and methods that will enable them to identify jobs that can benefit from statistical sampling, to know when to seek assistance from a statistical sampling specialist, and to work with the specialist to design and execute a sampling plan.”

Introduction to Survey Sampling (1983)

Graham Kalton. Sage Publications. 96 pages.

Descriptions of simple random, systematic, stratified and cluster sampling approaches. Provides advice on how to handle problems such as missing elements in lists used to draw samples and nonresponse to surveys.

Data Collection

General Guides to Data Collection

Collecting Evaluation Data: An Overview of Sources and Methods (1996)

Ellen Taylor-Powell and Sara Steele. UW Extension. 8 pages.

Available from web site: <http://cecommerce.uwex.edu/showcat.asp?id=1606>

Brief discussion of options for collecting information and reasons for choosing various approaches.

The Survey Kit Series (2003). Sage Publications.

This series of 10 booklets addresses basic content of survey development and analysis in an easy to follow format.

- #1 "The Survey Handbook" by Arlene Fink,
- #2 "How to Ask Survey Questions" by Arlene Fink,
- #3 "How to Conduct Self-Administered and Mail Surveys" by L.B Bourque and E.P. Fielder.
- #4 "How to Conduct Telephone Surveys" by L.B Bourque and E.P. Fielder,
- #5 "How to Conduct In-Person Interviews for Surveys" by Sabine Mertens Oishi.
- #6 "How to Design Survey Studies" by Arlene Fink,
- #7 "How to Sample in Surveys" by Arlene Fink.
- #8 "How to Assess and Interpret Survey Psychometrics" by Mark S. Litwin.
- #9 "How to Manage, Analyze and Interpret Survey Data" by Arlene Fink, and
- #10 "How to Report on Surveys" by Arlene Fink.

Getting The Facts, A Fieldwork Guide For Evaluators And Policy Analysis (1980)

Jerome T. Murphy. 214 pages.

Provides helpful advice related to identifying standards to use for evaluating program operations, data collection including interviewing persons and collecting information from other sources and making recommendations for program improvement.

American Association for Public Opinion Research (AAPOR) Web Site

<http://www.aapor.org>

Provides information on best practices and standard definitions for survey research. Includes links to other survey research organizations.

Brochures about Survey Research (1997)

The American Statistical Association "What is a Survey?" brochure.

Available at <http://www.amstat.org/sections/srms/whatsurvey.html>

Chapters include:

- What is a Survey?
- How to Plan a Survey
- How to Collect Survey Data
- Judging the Quality of a Survey
- What are Focus Groups?
- Designing a Questionnaire
- How to Conduct Pretesting
- More about Mail Surveys
- More about Telephone Surveys

What is a Margin of Error?

Selecting Evaluation Instruments

Search ERIC Wizard

Available at : <http://searcheric.org/>

Site can be used to find evaluation instruments in a given area such as child abuse or to find reviews of specific instruments.

BUROS Institute Test Reviews Online

Available at: <http://buros.unl.edu/buros/jsp/search.jsp>

This site will identify the volume(s) of the Mental Measurements Yearbook containing reviews of an instrument or test. For a fee, reviews can be purchased on line.

Standards for Educational and Psychological Testing (1999)

American Educational Research Association, American Psychological Association, and the National Council on Measurement in Education.

Presents and discusses key technical features which a wide variety of data collection instruments should possess. Chapter 15 focuses on testing in program evaluation and public policy.

Questionnaires

Developing and Using Questionnaires (1993)

GAO/PEMD 10.1.7. US General Accounting Office (GAO), Program Evaluation and Methodology Division. 237 pages.

Available from web site <http://www.gao.gov> Enter report number (GAO/PEMD 10.1.7) in top right of screen in “Keyword or Report #” prompt window.

Includes a discussion of how to write questions, select a sample to survey, manual and computer editing of data and adapting mail surveys for phone surveys.

Questionnaire Design: Asking Questions with a Purpose (1998)

Ellen Taylor-Powell. University of Wisconsin - Extension, Cooperative Extension, Program Development and Evaluation (PDE). 15 pages

Available from web site: <http://cecommerce.uwex.edu/showcat.asp?id=1606>

Covers how to decide what information to collect, question wording and sequencing. Provides examples of questions and discusses procedures for pre testing a questionnaire.

How to Conduct Surveys: A Step-by-Step Guide (1998)

Arlene Fink and Jacqueline Kosecoff. 96 pages.

Provides information on a variety of topics such as writing questionnaire items, ordering items and presenting findings using graphics. Also includes discussion of calculating sample size based on size of the difference between two groups you want to detect; use of different survey designs (comparison group, longitudinal,

cross-sectional, and normative and case control etc.); and commonly used statistics for analyzing data from surveys.

Customer Surveys for Agency Managers, What Managers Need to Know (1998)

The Urban Institute. Harry P. Hatry, John E. Marcotte, Therese van Houten, and Carol H. Weiss. 111 pages.

Discusses issues such as factors involved in deciding to conduct a survey, survey costs, breakouts of survey findings and sampling. Includes easy-to-use tables to interpret the significance of survey responses. Appendix material includes a formula for calculating confidence intervals for percentages that can be used both to estimate sample size and to determine the margin of error for responses obtained from a survey.

Survey Research Methods, 2nd Edition (1990)

Earl R. Babbie. 395 pages.

Provides information related to a wide variety of survey research topics including pilot testing and conducting surveys and selecting sampling procedures. Includes case studies illustrating the step by step procedures involved in selecting various types of samples.

Survey Research Methods, 3rd edition (2002)

Floyd Fowler Jr. 153 pages.

Topics include sampling, sampling errors, correcting for nonresponse, advantages of alternative approaches to data collection, ethical issues in survey research, and advice to increase the validity and reliability of interviews and mail surveys.

Phone Surveys

Survey Research by Telephone, (2nd edition) (1989)

James H. Frey. 289 pages.

Suggestions for increasing the reliability of phone surveys.

Interviews and Focus Groups

Using Structured Interviewing Techniques (1991)

GAO/PEMD-10.1.5 US General Accounting Office (GAO), Program Evaluation and Methodology Division. 88 pages.

Available from web site <http://www.gao.gov> Enter report number (GAO/PEMD 10.1.5) in top right of screen in “Keyword or Report #” prompt window.

Discusses designing and pre testing interview approaches, training interviewers, contacting persons to interview, conducting the interview and analyzing the data including analysis of open-ended questions.

Structured Focus Groups (2000). Bob Dick. 7 pages.

Available at <http://www.scu.edu.au/schools/gcm/ar/arp/focus.html>

Step-by-step description of how to conduct a focus group.

Evaluation Tool Kit Focus Groups (1999)

Human Services Development Canada, 31 pages.

Available at: <http://www11.hrdc-drhc.gc.ca/pls/edd/toolkit.list>

Description of focus groups and discussion of procedures for planning, conducting and reporting on focus groups. Includes list of considerations to determine when focus groups should be used in an evaluation.

Analyzing and Reporting Focus Group Results (1998)

Sage Publications Focus Group Kit, #6,

Richard A. Krueger. 134 pages.

This is 1 of 6 volumes in a series devoted to focus group research. This booklet presents advice on ways to summarize information gathered from focus groups and present findings in ways that are sensitive to audience needs. It also has a discussion of alternative formats for reporting and presenting information collected using other approaches.

Data Analysis

Analysis of Qualitative Information

Content Analysis: A Methodology for Structuring and Analyzing Written Material

GAO/PEMD-10.3.1. (1996). 74 pages.

Available from web site <http://www.gao.gov> Enter Content Analysis in top right of screen in “Keyword or Report #” prompt window.

Discusses approach to analyze narrative information from a variety of sources such as documents, interviews, case studies, and open-ended questions on surveys, case studies and focus groups. Topics include defining variables, selecting material for analysis, defining recording units, developing an analysis plan, coding and analyzing the data.

Analyzing Qualitative Data (2003)

Ellen Taylor-Powell and Marcus Renner. UW Extension 10 pages

Available from web site : <http://cecommerce.uwex.edu/showcat.asp?id=1606>

Brief discussion of procedures for summarizing information from sources such as open-ended questions, individual interviews or focus groups.

Quantitative Data Analysis

Analyzing Quantitative Data (1996)

Ellen Taylor-Powell. UW Extension. 6 pages.

Available from web site: <http://cecommerce.uwex.edu/showcat.asp?id=1606>

Brief discussion of basic concepts such as frequencies, percentage, averages, ranges, and standard deviation.

Quantitative Data Analysis: An Introduction GAO/PEMD 10.1.11. (1992)

U.S. General Accounting Office (GAO), Program Evaluation and Methodology Division. 130 pages.

Available from web site <http://www.gao.gov> Enter Quantitative Data Analysis in top right of screen in “Keyword or Report #” prompt window.

Designed to provide basic information to persons who are not statisticians or experts on evaluation design and methods. Topics include determining the central tendency and spread of a distribution, association among variables, estimating population parameters, determining causation and avoiding pitfalls in data analysis.

On-Line Resources for Statistical Analysis

The Evaluator's Statistical Handbook

Office of Evaluation and Inspections, Office of Inspector General, U.S. Department of Health and Human Services.

<http://oig.hhs.gov/organization/OEI/methods.html>

A statistics manual that provides practical examples of basic statistical approaches. Includes examples of analyzing Medicare beneficiary claims data using SAS statistical software.

Electronic Statistics Textbook (2001) StatSoft

<http://www.statsoft.com/textbook/stathome.html>

On-line textbook covers basic and more advanced statistical techniques including topics such as data mining. Includes a “statistical advisor” to help you select appropriate approaches to use.

Bill Trochim's Center for Social Research Methods

<http://www.socialresearchmethods.net>

This web site provides social survey research/evaluation advice. Click on the “Selecting Statistics” icon for suggestions about selecting appropriate statistical techniques. Click on “Knowledge Base” for information on program evaluation and data analysis approaches. Content includes foundations of research, sampling, measurement, evaluation design, statistical analysis, and writing reports. Includes a section on Concept Mapping.

“Web Pages that Perform Statistical Calculations”

<http://statpages.org>

This site can be used to select analysis approaches or to calculate statistics for data you have collected. Over 600 links are included.

Cost Analysis

Cost-Effectiveness, A Primer (1983) Henry M. Levin , New Perspective in Evaluation, Volume 4. Sage Publications. 159 pages.

This book is intended to provide a basic understanding of cost effectiveness and related analyses and of the appropriate use of these techniques. Chapters address establishing an analytic framework; the concept and measurement of costs; placing values on ingredients; analyzing costs; benefits, effects and utility; and the use of cost evaluations.

Benefit-Cost Analysis for Program Evaluation (1980)

Mark S. Thompson.

Detailed discussion of factors to consider in conducting a cost benefit evaluation.

“Economic Evaluation of Home Visiting Programs” (1993)

W. Steven Barnett. In The Future of Children: Home Visiting, Vol. 3, No. 3 –Winter 1993. Center for the Future of Children, The David and Lucile Packard Foundation. 20 pages.

Available at web site <http://www.futureofchildren.org> Click on “Publications” to then on “More Journal Issues.” Scroll down to vol. 3 no. 3.

Identifies considerations involved in cost effectiveness and cost benefit studies of home visiting programs and summarizes six sample studies.

Program Analysis for State and Local Governments (1987)

Harry P. Hatry. 166 pages.

Covers issues such as what type of costs to include and how to describe alternatives so costs can be identified.

Using Cost Analysis in Evaluation.

Meg Sewell and Mary Marczak. The University of Arizona, CYFERNET Evaluation. 13 pages.

Available from web site: <http://ag.arizona.edu/fcs/cyfernet/cyfar/Costben2.htm>

Basic overview of cost allocation, cost-effectiveness analysis and cost-benefit analysis. Points out the advantages and disadvantages of these approaches and provides step by step instructions for each. Includes a bibliography.

Presenting Evaluation Findings

Report Writing

Evaluation Strategies for Communicating and Reporting: Enhancing Learning in Organizations (1996)

Rosalie T. Torres. Sage Publications. 274 pages.

Practical suggestions for presenting findings and developing recommendations to increase their acceptance by an organization. Covers alternative reporting formats such as chart essays and addresses issues such as how to present negative findings. Also includes a worksheet for preparing an overall dissemination plan to meet the needs of various stakeholders.

Office of Inspector General Technical Assistance Guide # 6 “Specific Steps for Writing an Inspection Report”

Available at <http://oig.hhs.gov/organization/OEI/methods.html>

Includes suggestions and advice for tailoring a report to an audience that has competing demands and thus limited time to devote to a comprehensive report. Includes tips for developing effective recommendations.

Graphics

Creating Effective Graphs: Solutions for a Variety of Evaluation Data (1997)

Gary T. Henry Editor. New Directions for Evaluation No. 73, Spring 1997. 109 pages.

Includes examples of effective graphs. Topics include displaying time series data, advantages of bar charts over line graphs and using charts to illustrate responses to multipart survey items.

Using Graphics to Report Evaluation Results (May 2003)

Wisconsin Tobacco Control Board Monitoring and Evaluation Program. 16 pages.

Available at <http://www.uwex.edu/ces/tobaccoeval/pdf/graphics.pdf>

Straightforward description of alternative approaches and recommended to effectively incorporate graphics in evaluation reports.

Office of Inspector General Technical Assistance Guide # 8 “Using Graphics Effectively”

Available at: <http://oig.hhs.gov/organization/OEI/methods.html>

Discusses pitfalls to avoid in using graphics to present information in evaluation reports.

“EIA Guidelines for Statistical Graphs” U.S. Energy Information Administration

Available at: <http://www.eia.doe.gov/neic/graphs/preface.htm>

Presents detailed information for preparing pie charts, bar charts, dot charts, line charts and scatter diagrams. Includes references to other resources and websites providing guidance on the preparation of effective graphics.

Sources Cited Earlier for Presenting Evaluation Findings

Most of the evaluation manuals listed earlier also include sections on writing evaluation reports or presenting findings. Some of the references listed earlier that are especially useful include:

- Program Evaluation Kit, booklets on “How to Assess Program Implementation” and “How to Communicate Evaluation Findings.” (Cited in the section “Evaluation Guides, General Application.”)
- W. K. Kellogg Foundation Evaluation Handbook Chapter Five, Step 8 “Communicating Findings and Insights.” (Cited in the section “Evaluation Guides, General Application.”)
- The Program Manager’s Guide to Evaluation, An Evaluation Handbook Series from the Administration on Children, Youth and Families. Chapter 9 “How Can You Report What You Have Learned?” (Cited in the section “Evaluation Guides, Child Welfare Family-Based Programs.”)
- How to Report on Surveys by Arlene Fink under “The Survey Kit” (Cited in the section “Data Collection, General Guides to Data Collection.”)
- Analyzing and Reporting Focus Group Results by Richard S.A. Krueger (in the section on interviews and focus groups) Chapter 11 “Written Reports.” (Cited in the Section on Interviews and Focus Groups.)
- Evaluation Fundamentals: Guiding Health Programs, Research, and Policy Arlene Fink, Chapter 8 “Evaluation Reports.” (Cited in the section on Public Health Programs.)

Identifying Effective Programs/Best Practices

Literature Reviews and Synthesis of Data on Program Effectiveness

Conducting Research Literature Reviews: from Paper to the Internet (1998)

Arlene Fink. 252 pages.

Information on techniques such as using key words and subject headings to find studies. Includes checklists to identify quality studies and suggests how to summarize findings.

The Evaluation Synthesis PEMD-10.1.2. (1992). 236 pages.

US General Accounting Office (GAO), Program Evaluation and Methodology Division.

Available from web site: <http://www.gao.gov/special.pubs/pe1012.pdf>

Discusses how to summarize existing evaluations to determine if a program is successful.

Web Sites with Systematic Reviews

Effective Public Health Practice Project

<http://www.myhamilton.ca/myhamilton/CityandGovernment/HealthandSocialServices/Research/EPHPP/>

The Effective Health Practice Project (EPHPP) is sponsored by the Public Health Research Education and Development Program, City of Hamilton, Ontario, Canada. EPHPP conducts systematic reviews on the effectiveness of public health interventions, and summarizes recent reviews produced by others. While the focus is on public health interventions, the range of review topics is broad.

Promising Practices Network for Children, Families and Communities

<http://www.promisingpractices.net>

Operated by the RAND Corporation, this web site provides summaries of evidence-based information on programs that improve outcomes for children and families across a number of different areas. The intent is to provide easy-to-understand summaries. Information is presented in three areas, Proven and Promising Programs, Research in Brief and Strengthening Service Delivery.

Guide to Community Prevention Services, Systematic Reviews and Evidence Based Recommendations. (Task Force on Community Preventive Services)

<http://www.thecommunityguide.org/>

The Task Force on Community Preventive Services was created by the federal Centers for Disease Control and Prevention in 1996. Web site presents results from systematic reviews reported in three categories: changing health risk behaviors; reducing diseases, injuries and impairments; and addressing environmental and ecosystem challenges. Also identifies interventions for which there is insufficient evidence of effectiveness.

Cochrane Collaboration

<http://www.cochrane.org/>

The Cochrane Collaboration is an international nonprofit organization. The primary focus of the reviews included at this web site is on specific diseases or health areas.

Campbell Collaboration

<http://www.campbellcollaboration.org/>

An international non-profit organization, which prepares and disseminates systematic reviews of studies of interventions programs in education, criminal justice, and social service areas. Site is under development. The Campbell Collaboration and the American Institutes for Research are developing the national “What Works Clearinghouse” under contract to the U.S. Department of Education. <http://www.w-w-c.org>

National Registry of Effective Programs (NREP)

<http://modelprograms.samhsa.gov/template.cfm?page=nreppreview>

U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration.

Compilation of model programs effective in preventing substance abuse and other problem behaviors.

Building a Successful Prevention Program, Step 6: Guiding Principles and Best Practices (2002)

Available at <http://casat.unr.edu/bestpractices/>

U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention, Western Center for the Application of Prevention Technologies.

Provides definitions and background information on the concept of “best practices” and a search function to find effective programs. Includes programs deemed research-based by staff from the National Institute for Drug Abuse (NIDA), Center for Substance Abuse Prevention (CSAP), National Center for the Advancement of Prevention (NCAP), Office of Juvenile Justice and Delinquency Prevention (OJJDP), and Centers for Disease Control and Prevention (CDC).

The Prevention Connection. American Psychological Association

<http://www.oslc.org/spr/home.html>

Can search for reviews of prevention research targeting children and/or adolescents.

Wisconsin Clearinghouse for Prevention Resources

University of Wisconsin, Madison- University Health Services

<http://wch.uhs.wisc.edu>

Click on “Prevention” and then “Evidence-Based Prevention” to find model programs.

Web Sites with Additional Information on Effective Programs/Best Practices

CDC Tobacco Prevention, CDC National Center for Chronic Disease Prevention and Health Promotion.

<http://www.cdc.gov/tobacco/bestprac.htm>

Guide to help states establish effective programs to prevent and reduce tobacco use. References include information on research identifying effective interventions.

The National Academies Press

<http://www.nap.edu/catalog/9838.html>

Allows search for reports by the National Academy of Sciences, the Institute of Medicine, and the National Research Council. Some reports are on-line.

Federal Health and Human Services- Policy Information Center

<http://aspe.os.dhhs.gov/pic/index.cfm>

Can search for reports in specific areas like child abuse and neglect.

ACF Child Outcomes and Research. U. S. Department of Health and Human Services, Administration for Children and Families, Child Outcomes Research and Evaluation.

<http://www.acf.hhs.gov/programs/opre/>

Allows search for current research in specific topics including adoption, foster care and child abuse/neglect.

General Accounting Office (GAO).

<http://www.gao.gov/>

Click on “GAO Reports.”

Allows search for reports on specific topics.

The Educator’s Reference Desk

<http://www.eduref.org/>

Allows search for information on education and related areas, such as childcare.

National Academy for State Health Policy

<http://www.nashp.org/>

Private non-profit organization focusing on topics such as access for the uninsured, cost containment, family and community health, long-term and chronic care and managed care and purchasing strategies. Can search for information on programs in specific areas such as foster care using the “Find It Fast” feature.

Agency for Health Care Research and Quality. U.S. Department of Health and Human Services

<http://www.ahrpr.gov/>

Can identify research in progress and information about a wide variety of health topics.

Evaluation Standards

“Evaluation Research Society Standards for Program Evaluation” (1982). 6 pages.

Published in New Directions for Program Evaluation, No. 15, Peter Rossi, editor.

56 short statements describing best practices for program evaluation. After these standards were issued, the Evaluation Research Society merged with the American Evaluation Association (AEA). AEA subsequently also issued program evaluation standards (see next entry).

Joint Committee on Standards for Educational Evaluation.

Available at: <http://www.wmich.edu/evalctr/jc/>

Includes standards for evaluating students, personnel and programs.

CDC Evaluation Working Group

Available from web site: <Http://www.cdc.gov/eval/resources.htm>.

This web site provides links to a variety of important resources for evaluation, including ethics, principles and standards

“Guiding Principles for Evaluators” (revised 2004)

The American Evaluation Association Task Force on Guiding Principles for Evaluators.

Available at web site: <http://www.eval.org/Publications/GuidingPrinciples.asp>

Issues addressed by these standards include systematic inquiry, competence, integrity/honesty, respect for people, and responsibilities.

Evaluation Checklist Project

Daniel Stufflebeam and Michael Scriven. Includes “Key Evaluation Checklist” updated by Michael Scriven (June 2006).

Available at: <http://www.wmich.edu/evalctr/checklists/>

A series of checklists that can be used to plan evaluation or to judge the quality of completed evaluations. The checklists are designed to ensure that evaluation results are defensible. The “Key Evaluation Checklist” and the “Evaluation Plans and Operations Checklist” apply to program evaluation projects.

“Evaluation Review Panel’s Criteria for Assessing Program Evaluations”

U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation,

Available at: <http://aspe.hhs.gov/pic/perfimp/2000/appendix.html>

Brief list of criteria to judge the quality of an evaluation considering issues such as the questions addressed, findings and interpretation, and methods used. Click on “Table of Contents” at end of list to link to descriptions of evaluations judged outstanding by the Review Panel.

Contracting for Evaluation

Note: The following resources may help you select an evaluator and describe the work to be done by evaluation contractors. All DHFS staff must follow DHFS procurement

policies and procedures when contracting for evaluation services. For information about procurement policies and procedures, contact your purchasing manager in the Division of Management Technology, Bureau of Fiscal Services, Purchasing Unit.

Checklist for Evaluation Contracting.

Available at <http://www.wmich.edu/evalctr/checklists/contracts.pdf>

Part of the Evaluation Checklist project described earlier in the section on Evaluation Standards/Best Practices. Categories include basic considerations, information, analysis, synthesis, reports, reporting safeguards, protocol, evaluation management, client responsibilities, evaluation budget, and review and control of the evaluation.

Evaluation Toolkit: User Guide on Contracting HRDC Evaluation Studies. Human Resource Development Canada (HRDC)- Data and Development Branch.

Available from web site <http://www11.hrdc-drhc.gc.ca/edd/toolkit.list>

Chapter 5 of this handbook provides narrative information on issues to consider in describing the type of work evaluation contractors will be asked to do.

Effective Evaluation, Improving the Usefulness of Evaluation Results Through Responsive and Naturalistic Approaches (1981)

Egon G. Guba and Yvonna S. Lincoln.

The first half of Chapter 9 “Initiating and Organizing the Evaluation” describes important issues to consider in negotiating evaluation contracts. 14 pages.

UNICEF “What Goes into a Terms of Reference” (April 2002) 5 pages.

Available at http://www.unicef.org/evaluation/TechNote2_TOR.pdf

Suggests points to consider in describing the scope of work for an evaluation.

Annie E. Casey Foundation “When and How to Use External Evaluators” (November 2002). 12 pages.

Available from the Annie E. Casey Foundation web site

At <http://www.aecf.org/publications/> . Scroll down to “Research and Evaluation.”

“Potential Researchers and Evaluators for Human Services Program Evaluation” DHFS, OSF Evaluation Section. (June 2006)

Available at: <http://www.dhfs.state.wi.us/aboutDHFS/OSF/osf.htm> Scroll down to find report.

A list of 40 possible bidder/proposers developed by the OSF evaluation section. It is not a list of approved evaluation vendors. Includes web sites and information about contacting the individuals and organizations listed.

Sources Cited Earlier

Some of the evaluation manuals listed earlier also provide information on evaluation contracting:

- The Program Manager’s Guide to Evaluation, An Evaluation Handbook Series from the Administration on Children, Youth and Families. Chapter 4: “How Do You Hire

and Manage an Outside Evaluator?” (Cited in the section “Evaluation Manuals, Child Welfare/Family-Based Programs.”)

- User-Friendly Handbook for Project Evaluation NSF 93-152, Chapter 6 “Selecting an Evaluator.” (Cited in the section “Evaluation Manuals, General Application.”)
- W.K. Kellogg Foundation Evaluation Handbook (1998) Chapter 5, Step 4 “Selecting an Evaluator.” (Cited in the section “Evaluation Manuals, General Application.”)

Links to Evaluation Organizations and other Resources

American Evaluation Association

<http://www.eval.org/>

A key resource for information about evaluation. Provides “Links of Interest to Evaluators” which identifies organizations and sites that link to multiple web-resources related to evaluation. Also identifies links to several useful online evaluation handbooks and texts.

Online Texts. Available from web site:

<http://www.eval.org/Resources/onlinehbt.txt.htm>

American Evaluation Association web site listing of evaluation and research handbooks and texts that are available on line. A number of these have been listed earlier in this resource guide.

The University of Wisconsin Extension Program Development and Evaluation Unit

<http://www.uwex.edu/ces/pdande/>

Source of information on evaluation training and materials. Information about on-line evaluation courses can be obtained from the University of Wisconsin, Madison, Division of Continuing Studies web site

<http://www.dcs.wisc.edu/classes/online.htm>

Use search function to find program evaluation offerings.

The University of Minnesota Evaluation Studies Institute (MESI)

<http://education.umn.edu/EdPA/MESI/>

Link to description of annual evaluation conference held each spring.

Penn State School of Agriculture Cooperative Extension Outreach Evaluation web site

<http://www.extension.psu.edu/evaluation/category.html>

Tip Sheets and Resources on a variety of topics such as sampling, research design and data collection.

Western Michigan University Evaluation Center

<http://www.wmich.edu/evalctr/>

Source of information on the evaluation checklist project and the context, input, process, product (CIPP) evaluation model.

Michigan Association for Evaluation

<http://maeeval.org>

This site also has a slide show overview of evaluation concepts. Click on “News” and then on “What’s New.”

CDC Evaluation Workgroup.

<http://www.cdc.gov/eval/resources.htm>

Provides links to a number of evaluation resources.

Evaluation Tools U.S. Department of Education, Planning and Evaluation Service

http://www.ed.gov/offices/OUS/PES/eval_tools.html

This site provides links to frequently asked evaluation questions and evaluation resources including evaluation workshops.

Electronic Resources for Evaluators Compiled by Catherine Callow Elwell

<http://www.ag.ohio-state.edu/~pde/elecres3.htm>

Comprehensive listing of electronic resources for evaluation.

Management Assistance Program for Non Profits Free Management Library

<http://www.mapnp.org/library/>

Evaluation materials are included under “Program Evaluation” in the “Evaluations Many Kinds” section and in the “Research Methods” section.

Online Evaluation Resource Library, SRI International

<http://www.oerl.sri.com>

National Science Foundation-funded web site designed to support continuous improvement of project evaluation. Provides guidelines for conducting evaluation, professional development modules and presentations and papers. Information categories include evaluation plans, instruments and reports. Includes glossary of terms and frequently asked questions.

GAO Publications

Available from web site <http://www.fedeval.net/gaopub.htm>

Listing of over 20 publications available from the federal Government Accountability Office focusing on program evaluation and performance measurement.